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First country cooperation framework for Turkey (2001-2005)

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Introduction

1. The country cooperation framework (CCF) for Turkey for the period 2001 to 2005 is based on national priorities identified in the eighth five-year development plan (2001-2005). It also takes into account the results of the country review conducted between March and April 2000 by an independent team of international consultants. The national human development reports (NHDRs) prepared annually since 1990 have served as references and provided the general framework and scope of this CCF. Harmonized with the programming periods of the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF) and the national development plan, the CCF draws on the strategic results framework (SRF) for the period 2000-2003, outlining the goals and outcomes of UNDP technical cooperation in Turkey. It also takes into account information compiled for the recently completed common country assessment (CCA). The CCF is in line with the Administrator's Business Plans, 2000-2003, and the Country Office management plan. The CCF gives priority to those areas where UNDP is best positioned to contribute to the country's national development efforts to achieve sustainable, equitable and participatory development.

I. Development situation from a sustainable human development perspective

2. Turkey is an increasingly active participant in the international economy and is taking advantage of the opportunities offered by its location at the crossroads of several geographical, geopolitical and economic regions. Its recent candidacy for membership in the European Union, the advent of the Stability Pact for South Eastern Europe, the prevailing momentum in the trade and transport of energy resources between central Asia and the West, are key trends influencing the country's international agenda.

3. Guided by the eighth five-year development plan (2001-2005), State policies of past decades have in substantial ways proven effective in improving welfare in the education, health and social security sectors, thereby contributing to social and economic progress. The State has not however been the single force in the rise of the economy or in shaping the country's social and political environment. A dynamic civil society and the private sector have propelled the change and growth. This increasing activity among non-State actors has helped diversify the relationship between the State and its citizens.

4. Despite progress, excessive public-sector borrowing requirements and decades of inflation have been major obstacles, not only to economic growth but also to investments, until now insufficient, in human development. Regional disparities and inequalities in income distribution and between genders continue to point to the ongoing unequal distribution of development benefits. A medium-development country with a human development index (HDI) of 0.732, Turkey ranked 85 out of a total of 174 countries, according to the *Human Development Report, 2000* thereby showing little change from previous years. In terms of life expectancy, adult literacy and gross domestic product (GDP) per capita, disparities continue in the social and economic areas, as shown by successive NHDRs. According to the *Human Development Report, 2000*, Turkey has a human poverty index (HPI) of 16.4 per cent, while province-based data from successive NHDRs point to higher incidences of human poverty in less developed regions. The situation is compounded by recent efforts to liberalize, privatize and deregulate the domestic economy which, when accompanied by declining social-sector spending, have only reinforced existing vulnerabilities.

5. National development plans specify effective decentralization as a prerequisite for substantive progress in all fields. However, implementation of policy initiatives has been slowed down by complex institutional arrangements, legal regulations, proliferation of central ministries, inflexible budgetary practices and constraining local initiatives. Conditions are further complicated by a local administrative structure, which is fragmented in authority and resources, shared between government-appointed provincial governorates and publicly elected municipalities. Furthermore, the non-governmental sector is growing in size and influence, but does not yet reflect the richness of Turkish society. The private sector, as robust as it may be, is not yet linked to overall social development at the national level. Turkey signed two very important human rights covenants in August 2000: the International Covenant on Civil and Political Rights and the International Covenant on

Economic, Social and Cultural Rights. The Government, however, has not yet fully embraced these covenants. It will therefore take time before the intended impact of related reforms is felt.

6. Turkey is currently seeking to identify opportunities that will broaden its economic base in a rapidly changing global economy, thereby discovering, at least in part, the intellectual capital and social resources to sustain reform. In the past several years, the State has stepped up efforts to prevent the emergence of new forms of poverty. National social security policies have been introduced to minimize poverty in various forms and situations in the country. The eighth five-year development plan pays important attention to poverty-alleviation issues and calls for policy implementation.

II. Results and lessons of past cooperation

7. UNDP has maintained an active presence in Turkey for three decades. Its partnership with the Government has ranged from broad macroeconomic planning to discrete projects in traditional economic sectors and emerging markets alike, reflecting the concerns and interests of a changing Turkey.

8. The current CCF for the period 1995 to 2000 falls within this policy profile and has focused on four intervention programme areas: (a) implementation of the global agenda for development; (b) urbanization and the United Nations Conference on Human Settlements (Habitat II); (c) social development and the reduction of disparities; and (d) strengthening national capacity to provide technical cooperation support to other countries.

9. The most effective UNDP efforts are those that directly help to foster change. By helping to build bridges between State agencies, non-governmental organizations (NGOs) and civil-society organizations (CSOs), the national policy for gender equality has been firmly developed. UNDP has been instrumental in the design of the gender national plan of action and other legislation in the gender equality field.

10. By supporting networking between the municipal authorities, NGOs and local citizens, the Local Agenda 21 Programme has been instrumental in facilitating mechanisms for the participation of citizens in local and municipal decision-making processes. The Programme has been implemented in close to 40 cities. On many levels, progress has been remarkable. Programme challenges, such as the institutional and legal sustainability of the Local Agenda 21 process and the involvement of the private sector and unorganized segments of society, will inform programme interventions under the new CCF.

11. UNDP, through its Environment Umbrella Programme, has supported several government initiatives to strengthen environmental management policies and legislation in priority areas such as environmental impact assessment. More than 30 projects developed and implemented by NGOs and financed under the Global Environment Facility (GEF) Small Grants Programme have helped to demonstrate sound policy-implementation methods in this regard. In order to enhance its impact, the new CCF aims for a more strategic and sectoral focus in both programmes.

12. Disparities in development — between women and men, between eastern-western Turkey, between rural and urban — continue to exist. Likewise, education, health, employment, housing and the environment remain issues of concern. Sustainable human development, including the promotion of good governance and the role of the private sector in equitable development, is high on the list of issues that must be addressed. The aim of the UNDP-supported Southeast Anatolia Regional Development Programme (GAP), executed by the GAP regional administration since 1996, is to achieve higher level social development and better living standards for the people of the region. Its successes lie mainly in its capacity to mobilize civil-society and private-sector partnerships for regional development and have been achieved through the GIDEM project (after its Turkish acronym) aimed at investment and entrepreneurship promotion. However, the developmental impact of the Environment Umbrella Programme on the inhabitants of the region has not been immediately measurable, partly as a result of the very broad scope of the programme design. Under the new CCF, linkages will be established among the multiplicity of activities supported under the programme through a more selective approach that prioritizes vulnerable groups.

13. The Linking Eastern Anatolia to Progress (LEAP) Programme has similar goals, albeit with greater focus on good governance through close cooperation with local institutions, NGOs, public- and private-sector

agencies and universities. Lessons learned from the GAP Regional Development Programme will be incorporated in the subproject design in order to measure its success in reducing vulnerabilities in the region.

14. The substantive input and crucial logistical support of UNDP to the Habitat II Conference contributed to its success. The momentum created by this forum, however, is only now beginning to generate a programme for human settlements. The country's expanding population and growing economy justify the continuing attention of UNDP to this policy arena where it is well placed to steer national policy in line with the Habitat agenda.

15. Turkey is a disaster-prone country. During the current CCF period, UNDP supported a programme for the improvement of the country's disaster management system. The programme promoted a comprehensive approach to disaster mitigation, prevention and preparedness, bringing together diverse groups from a multitude of sectors. It was also the first in its kind in Turkey to promote community-level preparedness, with the underlying aim of local capacity-building and enhanced civic engagement. The programme was ambitious and tried to address all major issues in this field with limited funds and limited partnership. As a result, several components have not yet had the desired impact. Of the successful components, community preparedness proved to be exemplary in generating resources for the Marmara region following the two devastating earthquakes of 1999. Building on lessons learned, a more focused approach, both at local and national levels, will be followed in the new CCF.

16. Since 1990, UNDP has supported the annual publication of the national human development reports (NHDR). These and the yearly *Human Development Report* attract a wide audience in Turkey and have also been utilized to advocate specific development concerns, drawing public attention on such issues as emerging poverty, regional disparities, gender inequality and environmental degradation. More effort, however, will have to be placed on enhancing the use of NHDRs at higher echelons of public policy-making.

17. Target for resource assignment from the core (TRAC) resources are complemented by a significant level of government cost-sharing. Government cost-sharing accounted for 75 per cent of the total CCF programme during the current CCF period, while as much as 80 per cent of CCF programmes have been executed nationally. These contributions have been instrumental in enhancing the substance and in reinforcing the implementation of the CCF for Turkey, during the same period.

18. Management Services Agreements (MSA), which reached a portfolio of $37 million in the current CCF period, are considered additional resources. As the MSA portfolio is coming to a close in December 2001, UNDP, unless specialized management services are specifically required by the Government, does not envisage utilizing the MSA modality during the new CCF period. In the current CCF period, UNDP has also managed trust funds (TF) which amounted to $3.8 million for programmes including the Poverty Strategies Initiative, GEF Small Grants Programme, Capacity 21, and the Emergency Aid and Relief Assistance supported by the European Confederation of Care-Home Owners.

19. UNDP actively pursues the mobilization of third-party resources for CCF implementation. In 2000, the Swiss Technical Cooperation for Development Agency allocated $4.4 million for the GAP Regional Development Programme and the LEAP Programme ($2.2 million for each). These funds will support various components of the programmes in the new CCF period. Among them are NGO activities that target the poor and the vulnerable and focus on youth, women and the rural poor.

20. Rising income and productivity, increased technical capacities and economic expansion have not only benefited the country, but have also crossed borders, advancing the country's role as an emerging donor in the region. UNDP has supported the role of Turkey as an emerging donor in development cooperation since the early 1990s. The Technical Cooperation among Developing Countries (TCDC) programme and the United Nations Volunteers (UNV) were implemented in partnership with national technical agencies, the State Planning Organization and the Turkish International Cooperation Agency (TICA). The TCDC programme, which has been executed by the Government since 1988, will therefore be continued in the new CCF period.

21. UNDP cooperates closely with all United Nations agencies in Turkey and looks forward to concrete and increasing cooperation through joint efforts. Under the GAP Regional Development Programme, UNDP has

already facilitated the participation of the Food and Agriculture Organization of the United Nations (FAO), the United Nations Industrial Development Organization (UNIDO) and the World Health Organization (WHO) as implementing agents in sub-projects that fell under the respective mandates and specialization areas of these agencies. Such inter-agency cooperation will be fostered with the International Labour Organization (ILO), the United Nations Children's Fund (UNICEF) and the World Bank in the new CCF period.

22. In an effort to reinvigorate CCF focus, and as expressed at the country review meeting held on 17 April 2000, the Government, UNDP and their technical cooperation partners have agreed that they must guarantee tangible improvements in the following areas during the new CCF period: (a) programme integration and the minimization of fragmentation; (b) a clear reflection of national development priorities and impact orientation in programmes, and (c) the identification of new agendas for UNDP in its partnership with the State in support of the social reforms started by the Government.

23. The country review conducted between March and April 2000 recognized that UNDP has been a responsive partner in addressing government needs and priorities. The country review also observed that UNDP corporate policies and programme priorities have been effectively incorporated into the CCF. A selective reorientation and a more focused programme, however, is suggested for the new CCF period to facilitate the more focused development and policy advocacy role of UNDP in cooperating with the Government and civil society. CCF preparations provided an opportunity for the Government and UNDP to renew the firm basis on which their past successes rest. These in turn will help anchor the future contributions that UNDP — and its partners among the family of United Nations agencies, funds and programmes — can offer to the State and Turkish society.

III. Objectives, programme areas and expected results

24. The eighth five-year development plan qualifies national priorities as those that should help Turkey become a modern State with fully functioning democratic institutions and participatory mechanisms. It stipulates a nation with high economic productivity and equity in the distribution of development benefits. The aim of the plan is to achieve equality for all citizens in their access to improved health, education, social and economic opportunities, while promoting sustainable policies to achieve a fully participatory society. Furthermore, the plan identifies information and communication technology (ICT) as central to the country's development and to its ability to stay on equal footing with developed nations and calls for effective knowledge-sharing through ICT for programmes with sustainable human development (SHD) focus. Effective public management and transparent mechanisms for monitoring progress at sectoral levels are also identified as essential elements to achieve these national objectives.

25. The country's national, regional and global development commitments are expanding rapidly. Aligning domestic needs and demands with the requirements of its integration in the international community, including European Union membership, will be complex and challenging. The contribution of UNDP in this process is likely to be indirect, yet may prove decisive. The Copenhagen criteria and *acquis communaitaire* that Turkey must meet to further its accession to the European Union are founded on international governance standards and democratic society principles that are in parallel with the United Nations covenants and conventions. As a result, UNDP cooperation with the Government and its civil-society partners in critical SHD areas serves as much to facilitate the country's accession to the European Union and the evolution of its role within the world community as to promote the global development agenda. The CCF reflects, therefore, the scope and framework in which these mutually reinforcing processes will be undertaken in the 2001-2005 period.

26. UNDP programmes complement and are complemented by the programmes of other United Nations agencies. UNDP will therefore support sister-agency technical-cooperation programmes which are guided by such international conferences as the World Conference on Education for All (WCEFA), the Convention on the Rights of the Child, the World Food Summit, the ILO Declaration on Fundamental Principles and Rights at Work, the International Conference on Population and Development, and Health for All in the 21st Century. In this respect,

UNDP will cooperate closely with UNICEF, the United Nations Population Fund (UNFPA), FAO, ILO, UNIDO, the United Nations International Drug Control Programme (UNDCP), the Office of the United Nations High Commissioner for Refugees (UNHCR), the World Health Organization (WHO) and the United Nations Information Centre (UNIC) through an effective Resident Coordinator System, based on the outcomes of the common country assessment (CCA) and the strategy and plan of action as identified in the United Nations Development Assistance Framework (UNDAF) for Turkey, as well as the Inter-Agency Thematic Group mechanisms. Closer cooperation with the International Bank for Reconstruction and Development (IBRD) will be further sought via varying cooperation and implementation modalities, acceptable to all parties.

27. The CCF has thus been established to contribute to the development of Turkey in the following two main programme areas: (a) reduction of disparities; and (b) governance and decentralization. A section on cross-cutting concerns reflects the issues that will be observed at all phases of the implementations of these programme areas.

A. Reduction of disparities

Objective

28. The aim of this programme area is to support national institutions in developing and implementing policies and sectoral strategies to increase the people's access to opportunities for social, economic and environmental development. Bottlenecks for accessing these opportunities exist along gender and regional divides and in rural-urban disparities. Shortcomings in the delivery of basic services and degradation of environmental and natural resources make people more vulnerable. Programmes in this area will seek, inter alia, to reduce these vulnerabilities in a participatory manner.

GAP programme

29. The overall aim of this programme is to spur regional-development planning, management and project implementation to consolidate local capacities and to engage them in development processes. The programme seeks to do this through a matrix of projects concerned with economic and social growth, implemented at the local level in the provinces of the South Eastern Anatolia (SEA) region. The challenges of regional development persist, especially with regard to basing regional-development planning and investment on sound participatory mechanism. Strengthening the catalytic role of UNDP will result in more sustainable and participatory local-development schemes. With UNDP support, programme partners will target vulnerable groups better in their project designs. This will make it possible to incorporate the goals of the World Summit for Social Development (WSSD) in programme interventions and to build necessary linkages among the many activities and sub-projects supported under the programme. This in turn will lead to a more measurable impact.

LEAP programme

30. An integrated regional development programme targeting one of the country's less developed regions, Eastern Anatolia, will be at the core of the new CCF. The LEAP programme will be coordinated by national agents in the public sector and NGOs. It will lead to the implementation of a comprehensive plan focusing on human and institutional capacity-building with special attention paid to: (a) employment generation for vulnerable groups; (b) promotion and strengthening of local capacities for self-development; and (c) improvement of access to basic services.

Environment and development programme

31. Integrating environmental concerns into social and economic development and environmental capacity-building have been the major objective of the current CCF. These areas will continue to receive attention in the new CCF. Added focus on environment-poverty linkages will result in: (a) sustainable use and management of natural resources; (b) integration of environmental concerns into the sectoral policies, particularly energy, agriculture and tourism; (c) promotion and implementation of local environmental planning; and (d) implementation of the national environmental action plan, particularly in the less developed regions of the country. The GEF NGO Small Grants Programme will continue to support civil-society initiatives in these areas.

Gender and development programme

32. The national action plan for women calls for the development and implementation of concrete sectoral strategies for rapid improvements in the status of women in the public and domestic spheres. UNDP will more vigorously pursue gender mainstreaming in all the primary development sectors where women's access to opportunities is limited. In this regard, UNDP will continue to cooperate with all sister United Nations organizations at the country level.

Poverty strategies (PSI) programme

33. The poverty strategies programme will continue in the new CCF period, emphasizing the improvement of disaggregated data collection for poverty alleviation policy and research, income distribution analysis, and poverty-measurement analysis activities. The PSI will be reframed to align the above-mentioned regional development programmes to WSSD goals.

B. Governance and decentralization

Objective

34. The objective of this programme area is to support the efforts of the Government and its civil-society partners in fostering change in line with national development aspirations and the country's international commitments. Within this general framework, this programme area will help to consolidate civil-society interests in building bridges between local and central government, decision-making processes. These will be bottom-up activities. They will be complemented by other programme actions to further the transparency, coordination, efficiency and effectiveness of public-sector services, at the local and central levels. The ultimate aim is therefore to create more rational, responsive and accountable governance, on the one hand, and an informed polity which can access knowledge and opportunities for effective participation, on the other.

Governance programme

35. This programme complements all other programmes under the first programme area. It will support: (a) national capacity-building for civil-service reform and decentralization processes; (b) civil-society involvement and networking initiatives undertaken in various governance areas, such as oversight mechanisms, transparency and accountability norms, as well as human-rights education programmes; and (c) promotion, facilitation and organization of multi-actor policy dialogues and training for participatory development. The governance programme will be implemented via individual sub-projects managed by multiple agencies and NGOs. Direct support will be provided to NGOs and to local initiatives that foster capacity-building, local and civil networking, and the promotion of good governance practices.

Local Agenda 21 Programme

36. By establishing and maintaining multi-actor, city-wide consultative forums to address local social, economic and environmental challenges in various cities in Turkey, the Local Agenda 21 Programme has been instrumental in promoting good local governance and local democracy. This approach will be further supported in the new CCF, especially in less developed regions. The primary target group will continue to be women and youth. In addition, the programme will ensure the sustainability of the Local Agenda 21 process by: (a) strengthening the capacity of local administrations and increasing the number of Local Agenda 21 partner cities to 50; (b) strengthening the information, experience-sharing and networking mechanisms at the local and national levels; (c) establishing operational partnerships with members of the parliament, key sectoral/investment government agencies, the media and the private sector; and (d) continuing to enhance the national and international visibility of Local Agenda 21 processes.

Disaster preparedness and mitigation

37. As the 1999 earthquakes have shown, Turkey is a highly disaster-prone country which needs to further strengthen its capacity to manage disasters in an effective manner. The UNDP will pursue capacity-building for improved coordination in risk reduction and emergency response, along with increased funding for this intervention area. The programme will contribute to more effective disaster mitigation, prevention and preparedness and the creation of a disaster-resilient society through national- and local-level interventions. Any future action in this portfolio will take into consideration not only central government concerns and capabilities but also those of the local government, civil society donors.

Human settlements programme

38. The national report and plan of action for Habitat II analyses the major problems in human settlements with regard to sustainability, livability and equity. Despite a successful Habitat conference and Habitat II experience, local administrations responsible for the development of human settlements, wider governance, transparency and public participation in local affairs, continue to need further support. UNDP cooperation with the Government and civil society in this field will: (a) promote participatory decision-making in human settlements issues; (b) enable all urban stakeholders to develop and to improve urban policies based on increased capacity to collect, interpret and apply information on urban trends and conditions; and (c) encourage and facilitate the institutionalization of participatory administration in urban development.

C. Special concern areas (cross-cutting issues)

39. The following concern areas will be kept in view at all levels during CCF implementation.

National human development reports (NHDRs)

40. National human development reports (NHDRs) should become an essential instrument to guide the policy of UNDP, its strategic partners and to the United Nations system agencies at the country level. Efforts will be intensified during the current CCF to ensure that NHDRs are used more effectively as policy and advocacy tools and to reach new stakeholders. NHDRs will inform the two programme areas specified above by focusing on the creation of policy tools and data compilation to reduce disparities and to foster good governance.

TCDC and the emerging donor role of Turkey

41. Interlinked closely with programmes under the two programme areas, the country's TCDC programme will continue in the new CCF period. The country's advanced technical capacity and know-how in selected technical fields will further benefit an expanded number of developing countries, using the South-South cooperation modality at regional and interregional levels. The TCDC programme will be further expanded with the merger of a UNV component and with a national TCDC structure fully in place during the new CCF period. The TCDC programme will be expanded to a broader range of partners, focusing on institutional capacity and human-resource building in the selected SHD focus areas, including upstream policy.

Information and communication technology

42. UNDP can play a role in harnessing the power of information and communication technology (ICT) to help reduce vulnerabilities and social disparities, improve the lot of the poor and foster good governance. This role is in line with the provisions of the eighth five-year development plan and will be mainstreamed into all programmes under the CCF. Use of ICT for SHD will also be advocated at the policy level.

GEF programme objectives

43. UNDP will continue to integrate GEF programme objectives, particularly in the focal areas of biodiversity conservation and international waters, in the new CCF. Special attention will be given to resource mobilization at the country level. Parallel programmes in environmental policy development and environmental protection areas will be identified for joint undertakings at all possible national, regional, interregional and global levels.

Gender mainstreaming

44. Gender mainstreaming will be sought in all CCF programme and sectoral intervention areas in addition to the stand-alone gender capacity-building programme of the current CCF. National gender policy will continue to be based on the objectives of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the Beijing Platform for Action. New strategic partnerships will be identified. The role of Turkey in the region in this significant thematic area will be pursued.

D. Expected results

45. By re-framing past programmes and incorporating new ones, the two programme areas will enable both UNDP and its national partners — governmental and non-governmental alike — to contribute to the country's evolving aspirations to become a modern state and its ability to respond to its international commitments. Specifically, the first

programme area will yield models and greater use of social targeting in national development drives. The regional development programmes, the gender programme and the environment programme have been designed from the vulnerability perspective in order to further the more targeted interventions of national development planners and actors to help alleviate vulnerabilities. As such, the impact of these programmes will be felt at the policy level. These programmes, however, will be supported by demonstrative applications with benefits for target populations at the local level. Under the second programme area, expected results include empowerment, on the one hand, and enhanced responsiveness on the part of the Government and civil society, on the other. The expected tangible results will therefore include models for public engagement in development processes and workable cooperation mechanisms between and among state entities and civil society, reflecting the diversity and plurality of the Turkish population and its institutions. The partnership between the Government and UNDP will be complemented by other key strategic partners taking part in all CCF-related development cooperation. The impact of the Programme Areas will be enhanced by ensuring that all of the cross-cutting concerns identified under Section C are fully observed during CCF implementation.

IV. Management arrangements

Programme management

46. Results-based management (RBM) will be the principle guiding the design, implementation and monitoring of all UNDP-supported initiatives in Turkey. RBM will be exercised through the regular implementation and updating of the SRF and progress towards planned targets will be monitored through the results-oriented annual report (ROAR). The office will be restructured taking into account the new programme areas and resulting service requirements, to be formalized with the country office management plan (COMP).

47. UNDP and the Government will continue to use the programme approach, nationally executed and NGO execution modalities during the new CCF period. In special situations, support will be given to direct execution, United Nations agency execution and other execution arrangements. To improve the quality and performance of nationally executed programmes, the terms of national execution will be reviewed in consultation with the partners. Criteria to assess the capacity for programme execution and implementation and the compatibility of national counterparts will be developed and applied. In this respect, NGO execution and trust fund modalities will be pursued along with increased efforts for resource mobilization. An assessment will be conducted for UNDP direct-execution capabilities. UNDP capacity requirements will be identified for improved, effective and innovative policy advocacy and information technology use and management. For these purposes, regular use of the subregional resources facility (SURF) and the participation of the country office in such networks will be pursued.

48. The implementation of the CCF will be coordinated by the main coordinating and technical counterparts of the Government. The Ministry of Foreign Affairs (MFA) and the State Planning Organization (SPO) cooperate closely with UNDP under their respective capacities as approving and technical-coordinating agencies of the Government. Under the auspices of MFA, SPO and UNDP, with the participation of pertinent technical agencies and NGOs, the CCF will be reviewed annually to assess the progress and impact of programme implementation.

49. Participatory project/programme identification, design, implementation and evaluation will be pursued.

Monitoring and evaluation

50. The CCF will be subject to UNDP internal programme monitoring and evaluation practices that will serve as primary tools to ensure greater oversight and programme coordination. UNDP programme performance will be improved through closer adherence to standard monitoring and evaluation procedures, policy-impact assessments and regular reporting and monitoring of field visits to project sites. A management-information system will be installed to guide the planning and monitoring of current and future actions. Steering committees will be established for all CCF-based programmes. These will include representatives from relevant policy and technical agencies, donors, United Nations partners, NGOs, local academic and research organizations and experts.

Resource mobilization, coordination and partnerships

51. The limited core resources of UNDP will serve as seed investment and as a catalyst for the implementation of the CCF, focusing on the mobilization of non-core resources, both bilateral and multilateral. While the previous CCF mobilized a good level of third-party resources, the current CCF envisages a significant increase in the mobilization of such resources — with UNDP playing a substantive role in the development of programmes together with the Government and bilateral/multilateral donors. UNDP has been and will continue to support the Resident Coordinator system and participate in the CCA/UNDAF process. In full coordination with the Government, UNDP in the new CCF period will continue to work closely with a wide array of strategic development partners, including NGOs, the private sector, the United Nations organizations (including those not represented at the country level) and with all pertinent multilateral, bilateral and national partners.

Annex

Resource mobilization target table for Turkey (2001-2005)

(In thousands of United States dollars)

Source	*Amount*	*Comments*
UNDP regular resources		
Estimated carry-over	2 241	Includes TRAC 1, TRAC 2 and the earlier AOS allocation.
TRAC 1.1.1	1 304	Assigned immediately to country.
TRAC 1.1.2	0 to 66.7 per cent of TRAC 1.1.1	This range of percentages is presented for initial planning purposes only. The actual assignment will depend on the availability of high-quality programmes. Any increase in the range of percentages would also be subject to availability of resources.
TRAC 1.1.3	16	
SPPD/STS	65	
Subtotal	**3 626**[a]	
UNDP other resources		
Government cost-sharing	3 750	
Third-party cost-sharing	5 950	
Funds, trust funds and others	843	
	of which:	
Capacity 21	243	
GEF	600	
Subtotal	**10 543**	
Grand total	**14 169**[a]	

[a] Not inclusive of TRAC 1.1.2, which is allocated regionally for subsequent country application.

Abbreviations: AOS = administrative and operational services; GEF = Global Environment Facility; SPPD = support for policy and programme development; STS = support for technical services; TRAC = target for resource assignment from the core.